



MONTANA **ARTS** COUNCIL

# **2001-2007 Strategic Plan**

## **CUMULATIVE MAJOR ACCOMPLISHMENTS 2001 – First Half of 2007**

*Note: Tactics in this plan were originally defined as short-, mid- and long-term. For the purposes of compressing the length of this document, MAC has listed major accomplishments achieved during the life of the plan, and lists them cumulatively, rather than breaking them out into their respective timeframes.*

# **STRATEGIC PLAN DIRECTION #1: ARTS EDUCATION**

**Bring artists and Montanans of all ages, backgrounds and abilities together to advance learning in and through the arts, pre-K and beyond.**

## **ARTS EDUCATION OBJECTIVE 1: Promote the value of arts in education and the quality of arts education programs in Montana.**

### **Strategy A: Help keep arts teachers in public schools**

***Meet with, and invite government, business, education leaders and the public to annual regional meetings to promote the value of arts education.***

- Arts education director met with community leaders and arts education leaders, including the Office of Public Instruction (OPI), to determine future desires for arts education, current arts education programs and to discuss future collaborations.
- Twice-monthly e-mail listserv developed for educators, OPI, education leaders and arts education advocates with advocacy materials, resources, grant opportunities and reports. 164 subscribers.

***Promote web-based compilation of literature on the values of arts in education.***

- Website now includes many arts education advocacy tools and resources, including testimonials, quotes, articles and important arts education links ([www.art.mt.gov](http://www.art.mt.gov)). Website is promoted in all materials.

### **Strategy B: Increase public awareness of the value of arts education**

***Increase information distribution on the value of arts education.***

- Website was continually updated to offer many valuable tools for easy use locally.
- "State of the Arts," MAC's bi-monthly newspaper with a distribution of 9000 Montanans, features regular Arts Education section each issue. Since 2001: 196 articles and 99 pages.
- Published a four-color brochure for state-wide distribution on the value of arts education with arts councils and alliances in Utah, Wyoming and Idaho.
- Produced an Op-Ed feature for Helena newspaper (state capitol) on the value of arts education to workforce development.
- Provided advocacy materials at arts and education conferences and meetings, as well as through listserv mentioned above.

***Facilitate at least one feature article about arts education in major statewide media each year.***

- Broadcast quotable quotes on the value of arts education on commercial radio stations via AP radio producers.
- “Montana Magazine,” “Rural Montana” magazine and over 60 newspapers have run more than 100 articles since 2001.

***Promote increased attention to the arts, as compared to athletics, through a concerted public awareness program geared toward PTA’s and school leadership.***

- Early initiatives included e-mail and hard-copy distribution lists to state educators for monthly studies and research information. Funded Billings Cultural Partnership booklet for teachers on arts education resources available locally.
- This tactic was then deferred indefinitely in 2003 due to reprioritization of plans because of state budget cuts.

***Promote family participation and the arts as a family value.***

- The vast majority of arts education residencies sponsored by MAC included a community activity or event and involved over 22,000 community members, in addition to students, during 2001-2007.

### **Strategy C: Increase public awareness of the quality and availability of learning experiences provided by state’s arts groups and artists**

***Assist artists and arts organizations to develop and promote their educational activities.***

- Online Artist Registry for Artists in the Schools and Communities (AISC) program was continually updated (<http://www.art.mt.gov/schools/artedmenu.asp>).
- Folklife website was developed showcasing Montana folk artists and best practices for utilizing folk arts in the classroom ([http://www.art.mt.gov/folklife/folklife\\_what.asp](http://www.art.mt.gov/folklife/folklife_what.asp)).
- Montana’s Office of Public Instruction included opportunities offered by state arts organizations in their online news for schools.
- Collaborated with Montana Alliance for Arts Education to develop their website to promote their arts education work (<http://www.maae.org/>).
- AISC residency sponsors were strongly encouraged to attain local newspaper coverage of their residency activities. MAC retains arts education residency photo library online for promotional purposes.
- Model residency programs were featured in “State of the Arts” newspaper.

### **Strategy D: Publicize MAC’s Arts in Education Program**

***Develop and implement a public information promotion for MAC’s Arts Education programs.***

- Promotion activities were highly successful, resulting in MAC’s funding for programs being 100% allocated, frequently half-way through the year.

***Present speakers at one state teachers’ or principals’ convention each year.***

- MAC presented up to 17 workshops or speakers annually for these conventions.

***Meet with business and community leaders in six regions of the state.***

- This tactic was deferred indefinitely in 2003 due to reprioritization of plans because of state budget cuts

## **ARTS EDUCATION OBJECTIVE 2:**

### **Improve the art skills of teachers and the teaching skills of artists.**

#### **Strategy A: Site Evaluations**

***Conduct five residency evaluation site visits each year.***

- Between five and ten on-site evaluations were conducted each year.

#### **Strategy B: Training Institute**

***Present a training institute with Very Special Arts Montana in 2001 and 2005 to prepare artists to teach people with disabilities and disability specialists to use the arts.***

- Training workshops were conducted with Very Special Arts in 2001.
- VSA colleagues in western U.S. produced training materials that Montana now uses.
- MAC funded artists to attend VSA and other training for working with people with disabilities.
- MAC funded artist residencies as part of a summer camp for blind students, Snowy Mountain Industries and Richland Opportunities (adults with disabilities), and workshops with the Brain Injury Association of Montana.

#### **Strategy C: Promote and improve arts teaching in underserved communities**

***Recruit rural teachers and principals to participate in MAC Arts Education residency program and its evaluation and revision.***

- On the average, two-thirds of MAC's residencies occur in rural Montana. Close to \$4 out of every \$5 in residency grants are awarded to rural communities.
- Four Arts Education Partnerships with arts organizations were formed for long-term AISC residencies to occur in extremely rural and underserved parts of Montana. These residencies serve over half of the geographic area of the state, with many occurring in one-room schools with multiple grade-level students. In some cases, this is the only arts education classes some elementary students have. Fifty percent of the total students reached through the AISC residency program were through these four Partnerships.
- A comprehensive independent evaluation of the Arts Education program was conducted in 2005, involving many rural teachers and principals.

#### **Strategy D: Workshops**

***Increase the number of fully trained artists who can work with youth-at-risk to at least one in each discipline.***

- All arts disciplines are now covered except music, which the agency is working on.

***Encourage MAC's website to be used as a resource for art, history and literature training.***

- Folk arts website developed with *What is Folklife*, *Apprenticeships*, *Folk Art Gallery*, *Folklife in the Classroom* and *Folklife Resources* featured. The site includes links and best practices to help teachers meet state standards.

***Design an artist-mentor program for teacher training.***

- One of the four Arts Partnership long-term residencies is structured to meet this goal.

***Present six regional workshops (one workshop annually) with teachers and artists to train teachers in the use of the arts as a tool for teaching other subjects.***

- Workshop presentation was presented during annual teacher's conventions rather than as regional workshops. For instance, in 2004, 115 teachers attended 6 workshops. In 2005, 221 teachers attended 17 workshops. In 2006, 282 teachers attended 15 workshops.

***Present professional development workshops with artists and specialists in youth-at-risk programs.***

- Deferred indefinitely in 2003 due to reprioritization of plans because of state budget cuts.

***Include juvenile justice, prevention staff and Department of Corrections in the planning of training and residencies for youth-at-risk.***

- Deferred indefinitely in 2003 due to reprioritization of plans because of state budget cuts.

### **ARTS EDUCATION OBJECTIVE 3: Ensure that the arts are basic to the education of Montana children and young adults In grades pre-K through 12 and beyond.**

#### **Strategy A: Develop new capacity for ongoing arts in education in underserved communities in central and eastern Montana**

***Begin to build at least one artist residency in each county that has not yet participated in the residency program.***

- Fifty-five out of 56 counties were reached in 2001-2007 through the AISC program.

***Increase the media exposure on local arts education issues/activities in rural areas.***

- Completed, as cited above.

***Send MAC program and advocacy materials to all rural schools and arts/community organizations.***

- Completed, as cited above.

#### **Strategy B: Assist in the development and promotion of statewide K-12 content and performance standards in the arts**

***Serve on the task force drafting new arts standards for adoption in 2001.***

- Accomplished.

***Facilitate seminars featuring arts at annual conferences of superintendents and school boards.***

- In 2006 MAC presented a workshop at the Montana Conference of Education Leadership, co-sponsored by the Montana School Boards Association, School Administrators of Montana and the Montana Association of School Business Officials. Otherwise, MAC focused on a bigger-picture strategy, building relationships with OPI, teachers/ professional organizations, MT Alliance for Arts Education and other statewide arts education groups to promote implementation of the Montana Standards for the Arts.

***Help promote the new arts standards to all schools and resource centers statewide.***

- MAC Arts Ed web link to OPI site and teacher conferences relate the standards to artist residencies and classroom teaching.
- Helped Montana Small School Alliance print their 2002 Curriculum Guide in the Arts, based on the state arts standards.
- Folklife website includes info on how folklife best practices can satisfy state standards.
- In 2005 and 2006 MAC sponsored four six-hour workshops for teaching artists that focused on how to address the state arts standards in their lesson plans and how to assess students' learning of those standards.
- All the workshops presented at the annual teachers' conferences mentioned above addressed the state arts standards.

**Strategy C: Assist educators in creating and modifying curriculum and achieving performance standards in the arts**

***At all state teacher conferences, present workshops on residency programs' offerings and how to plan effectively for them.***

- Accomplished.

***Present an institute in 2003 that partners artists with teachers to assist them in creating lesson plans and teacher guides.***

- Partnered with University of Montana Creative Pulse program to present 2003 Institute. Despite heavy promotion, there were no registrants.
- In 2005, partnered with Golden Triangle Curriculum Cooperative to present four two-day workshops for teachers in two rural towns. Fifty-eight teachers learned to create lesson plans that integrated visual arts with math and reading.
- In 2007, a new grant program was developed called Teacher Exploration in the Arts (TEA) for elementary classroom teachers who wish to work one-on-one with a professional working artist in order to develop the teacher's skill in a particular artistic discipline.

***Assist K-8 teachers to meet arts standards by providing web-based service and information.***

- Extensive information is provided on MAC's website. National websites that provide teacher's arts lesson plans, publications and other resources are also featured.

***Use artist/teacher mentoring to implement K-8 theatre/ dance curriculum in 3 new communities.***

- This specific tactic was accomplished in one community.

**Strategy D: Expand access to arts education in unserved and underserved communities**

***Build new partnerships with underserved arts and community groups.***

- Full accomplishment of this goal cited earlier.

***Facilitate and assist Tribal Colleges in needs assessments to create and maintain traditional arts programs.***

- This tactic has changed from a focus on Tribal Colleges to working directly with and supporting traditional arts programming wherever possible.

***Recruit at least one artist from each reservation for MAC's Artist Registry.***

- MAC laid the groundwork to address this goal, discovering that MAC's program requirements needed to be retooled in order to involve more Indian artists in the registry, and has begun implementing changes.

***Implement one residency program in each of the Native American reservations.***

- This goal has been met.

***Create at least one on-going program in a juvenile detention center.***

- Deferred indefinitely due to reprioritization of the plan.

**Strategy E: Advance the inclusion of Montana Folklife across the curriculum**

***Support the teaching of traditional arts and cultures in all schools.***

- MAC's website provides resources and MAC's AISC program funds traditional arts.
- In 2007, MAC began work to create an American Masters Circle of Traditional Artists, which will include creation of additional educational materials in the traditional arts. Program launch is scheduled for 2008.
- Assisted David Spear and the Hockaday Museum of Art to receive Indian Education Funding for All funding to create articles and photos of tribal leaders and develop a trunk of Blackfeet traditional and contemporary artists' work.

***Encourage recognition of local folk artists and leaders and partnerships with K-12 educators. At the local level, encourage the creation of tools that infuse folk art into Montana history and social studies units.***

- Distributed MAC's booklet, "From the Heart and Hand" to Montana K-12 teachers and history museums.
- Distributed Montana Texas-style fiddler Dick Barrett's CD to 100 Montana public and school libraries, a joint production with the North Dakota Commission on the Art; Pat Kennedy and the Starr School Singers CD (Chippewa Cree elder recognized for singing); and "Photography: An Image of Each Other," a book on a cross-cultural youth program that teaches about other cultures through the use of photography in Havre and on the Rocky Boy's reservation in north central Montana.
- Published articles in "State of the Arts" that promoted education trunks on traditional arts available from the Montana Historical Society and history museums.
- Provided technical assistance to Montana Historical Society's history textbook project to find illustrations of traditional Montana folk art.

***Support an average of five residencies per year involving Native American artists on and off reservations.***

- Some years this goal was met; others not. Other work was focused on instead that had larger state-wide impact involving Native American artists.

**Strategy F: Establish "virtual partnerships"**

***Organize three teacher institutes for technology in the arts.***

- Tactic was eliminated as a priority due to budget and staff capacity constraints.

## **STRATEGIC PLAN DIRECTION #2: ECONOMIC DEVELOPMENT**

**Implement a focused statewide effort to achieve arts-driven economic development in Montana to benefit artists, arts organizations, private business and communities.**

**ECONOMIC DEVELOPMENT OBJECTIVE 1: Engage in the creation of business and community economic development partnerships and programs that produce value, pride and support for Montana's artists and arts organizations and benefit to local Montana business.**

### **Strategy A: Initiate partnerships**

***Develop at least one new private or public-sector partnership each year that profits Montana artists and/or arts organizations and local business.***

- MAC partnered annually with Lee Enterprises, Travel Montana, and Montana Historical Society to produce Montana's Cultural Treasures, an 80-page publication of art galleries and cultural institutions throughout the state with a print run of 100,000 per year. Travel Montana distributed it to tourism outlets and hotels statewide.
- Montana Ambassadors took leadership role in Governor's Arts Awards program, hosting local Hometown Celebrations.
- Montana Art Gallery Directors' Association hosted statewide tour of MAC's fellowship recipients to seven galleries and museums
- The State of Montana's economic office, Business Montana, partnered with MAC in 2003 to develop the creative enterprise cluster economic development strategy, one of three strategic clusters the state has chosen to pursue for economic development.
- MAC teamed up with the Kentucky Arts Council to feature six Montana artists in the Kentucky Crafted market.
- MAC partnered with the Montana Indian Business Alliance to present an Indian artists training and showcase opportunity during the 2007 Montana Indian Business Conference.
- MSU Extension Service partnered with MAC to produce a sold-out daylong Marketing for Artists workshop in three cities.
- MAC received a planning grant from LINC (Leveraging Investments in Creativity) to build a program that increases market opportunities for folk, traditional and Indian artists. If the program is accepted, LINC will provide a two-year grant to support its implementation.
- MAC joined the Montana Economic Developers Association as a member of the MEDA Team Assessments program, providing arts-driven economic development perspectives to rural communities engaged in building their economic base.
- MAC joined the Montana Association of Chamber Executives to present arts-driven community and economic development ideas and information.



- The Montana Community Foundation partnered to sponsor The Art of Leadership Institute workshops for professional development to the leaders in the statewide nonprofit arts field.
- The State Parks Department and The University of Montana's World Trade Center joined MAC in a pilot program to sell Montana Indian artwork at the state park's three gift shops.

***Link with "Made in Montana" and other statewide marketing efforts. Promote "authentic American Indian-made" labeling and a "Made in Montana" seal.***

- Label developed for State Parks gift shop marketing program pilot: "Montana Handcrafted: Quality Products by Montana Artisans" with the artists' name and tribe included. \$10,000 worth of Indian artists' inventory purchased by MAC for resale to state Parks.
- There was a major change in the "Made in Montana" program in 2005, when the state privatized its state craft and food show, making revision of this goal necessary for MAC.
- "Made in Montana" re-designed its website in 2007 to incorporate photos and links to sales outlets. MAC plans to create a juried program for placement within that website as a special gallery in 2008, and will promote MAC's own website to Montana artists.

***Build long-term relationships with the State Department of Commerce, Rural Economic Development Partnerships, Montana Association of Counties, Montana League of Cities and Towns, and Tribal Economic Development Offices, among others.***

- The arts and the creative economy were a focus for the Governor's economic development efforts in 2003 and 2004. Planning efforts began that resulted in an economic impact study of Montana artists, and future projects were identified pending funding.
- New political leadership changed its approach to economic development in 2005, and efforts that began in 2003 were redirected to align with new priorities.
- Relationships with the state Commerce Department rose and fell depending on political priorities and changes internally within that department. Many different efforts have been attempted. In 2006 and 2007 relationships began to grow as a result of changes in Commerce programming and personnel. The arts are receiving more priority for inclusion within Commerce Department grant programs, such as trade show assistance grants.
- Agency staff re-prioritized which relationships stood to garner the most productive results in 2005, which resulted in a re-focused effort, concentrating instead on the Governor's Office, the Legislature and the Commerce Department.
- MAC representative chosen to serve on Montana Department of Commerce's advisory council for the statewide Main Street U.S.A. program.
- MAC representative appointed by Governor to serve on Montana Department of Commerce's newly formed advisory council for film and television.

***Develop methods to inform the key economic planners for the state that the arts are a facilitator to leverage change in communities. Make the arts a regular part of major economic discussions, locally and statewide.***

- The arts received heavy concentration in state's spring 2003 Economic Forum. Research commissioned by the Governor was unveiled, recommending a cluster approach to economic development in the state. Six areas of focus were recommended, including a Creative Enterprise cluster. Economic development reasons for focusing on the arts and creative enterprises were strongly articulated by chief consultants and the state agreed to make the creative enterprise cluster a priority. This approach to economic development changed with new political leadership in 2005, and the creative cluster concept was dropped by the state.
- MAC established staff position of Business Development Specialist in 2004 (previously the communications director position) to spearhead the arts-driven economic development agenda for the state.

- MAC leads new committee on the arts and the creative economy as a member of the Montana Economic Development Association (MEDA), beginning in 2006.
- MAC joined MEDA Team Assessment program as a presenter/facilitator of town economic assessment presentations.
- U.S. Senator Max Baucus invited the Montana Arts Council to be a panelist on a non-profit sector panel during his 2007 Montana Economic Summit.
- MAC developed and sponsored day-and-a-half artist marketing training track as part of the Montana Indian Business Alliance Expo in 2007.

### **Strategy B: Conduct economic impact studies**

#### ***Sponsor a study on individual artists from traditional to contemporary in all disciplines.***

- Very successful study produced in 2005. Total economic impact gauged at close to one-quarter of a billion dollars from 2003 individual artist sales.

#### ***Sponsor a study of arts-related private-sector businesses.***

- MAC chose to update its non-profit sector report in 2003 (\$85 million annually) as it did not have the resources to conduct a major new study itself.
- MAC successfully proposed that the Institute for Tourism and Recreation Research conduct an arts-related research project in a case study on Bozeman/Livingston arts businesses' sales to tourists and out-of-state visitors/buyers.

### **Strategy C: Increase economic development-related grant programs**

#### ***Maintain core agency grant program funding. Expand grants and services that assist in meeting economic development and arts education goals.***

- State budget problems in 2001-2003, as well as federal funding shifts, resulted in tough decisions for the agency, which determined that it should prioritize those programs that had the greatest public value. As a result, the agency eliminated its Arts Pros Technical Assistance program and its Individual Artists Fellowship program in 2003, all of which served single individuals. It also put its Professional Development grant program into hiatus for a year.
- The 2005 Legislature restored MAC's general fund cuts, and the agency restored its Professional Development grant program.
- \$1 million in new funding to the corpus of the Cultural Trust was approved by the 2007 legislature. MAC agency funding increased by 5% for new program funding that year.

#### ***Establish biennial \$200,000 Rural Arts Initiative through state funding.***

- This effort was not feasible due to the budget difficulties in 2001-2003. However, MAC was the recipient of \$500,000 from the Wallace Foundation for its START program to build arts participation. \$350,000 of that amount went into grants to rural communities to meet the goals of the program. The balance went into research and technical assistance that benefited rural arts organizations, highlighted by "The Montana Study," a public opinion telephone poll that recorded 1,000 members of the Montana general public's attitudes about arts participation, as well as produced three publications that focused on models to build rural arts participation and successful fundraising ideas.

**ECONOMIC DEVELOPMENT OBJECTIVE 2: Create a full-scale, major statewide and national promotional campaign to actively champion Montana arts and artists and the outstanding quality of their work.**

**STATEWIDE Strategy A: Create exhibit booth**

*Create an exhibit booth for use at three to five arts and non-arts trade and service shows per year.*

- Deferred due to plan reprioritization.

**STATEWIDE Strategy B: Build public awareness with business and financial leaders**

*In three to five Montana communities annually, facilitate a dialogue with financial and community leaders to inform them of the economic impact of the arts and cultural tourism statewide.*

- Accomplished.

**STATEWIDE Strategy C: Create tribal liaisons**

*On each reservation, maintain a MAC tribal liaison.*

- Tribal liaisons maintained informally on all reservations.
- MAC employed an Assiniboine woman as the Indian Artists Market Development Manager.

*Establish a MAC information display on each reservation.*

- Ongoing work building personal relationships has pre-empted this goal.

*Investigate partnerships with the American Indian College Fund and American Indian Higher Education Council, among others.*

- Ongoing work building personal relationships has pre-empted this goal.

**STATEWIDE Strategy D: Expand speakers program**

*Expand the Montana Arts Council's "State of the Arts" speakers' program. Target 100 bookings of each program.*

- Budget crisis of 2001-2003 pre-empted this goal, which was very labor-intensive. Agency focused efforts thereafter on building public value by concentrating on building relationships, communicating the relevance of the arts and reinforcing the return on investment of public arts funding.

*Conduct five keynote addresses per year at non-arts conferences.*

- Deferred due to plan reprioritization and public value one-on-one focus.

## **STATEWIDE Strategy E: Facilitate increased media exposure for the arts**

***Pitch and prepare Montana arts stories to be used in non-arts publications with a goal of five new publications per year adopting stories featuring Montana arts and artists.***

- Accomplished.

***Continue developing and broadcasting TV and radio 30-second promotional spot campaigns.***

- Limited dollars and refocusing communications tactics around public value led to this tactic being deferred indefinitely after 2001 television and radio campaigns.

***Meet with media leaders to encourage more media time devoted to the arts in Montana, with the goal of making arts a standard feature in daily news.***

- Deferred due to plan reprioritization.

## **National Strategies**

***The following national strategies were not implemented due to budget constraints and shifting economic development strategies of the state during the timeframe of this plan:***

**Strategy A: Implement a promotional plan**

**Strategy B: Pitch stories to news media**

**Strategy C: Advertise Montana artists**

**Strategy D: Participate in trade shows**

## **ECONOMIC DEVELOPMENT OBJECTIVE 3: Increase Montana's statewide emphasis on cultural tourism, focusing on Montana artists and arts organizations.**

### **Strategy A: Initiate cultural tourism partnerships**

***Continue developing a formal, mutual partnership with Travel Montana resulting in substantial Travel Montana support of cultural tourism and its inclusion of the arts as an equal partner.***

- A great deal of effort went into this goal. Progress was made, sometimes unevenly, but cultural tourism eventually became an important priority for Travel Montana. This was evidenced by:
  - Travel Montana's agreement to use the term "cultural and heritage tourism," rather than just "heritage tourism".
  - Arts photos and listings included (for the first time) in 2006 regional country tourism publications and the state Travel Planner.
  - Cultural tourism was featured in plenary sessions of the annual tourism conference.
  - Research on arts sales to tourists in two Yellowstone Park gateway communities (at a cost of \$20,000 paid for by tourism funding) was conducted.
  - A major funding initiative was attempted in 2007 that would have allocated bed tax toward cultural tourism projects (this effort was approved by the legislature but vetoed by the Governor).

- Cultural tourism was included as a major goal in the 2008-2012 Travel Montana strategic plan.
- Travel Montana increased its print run of the Cultural Treasures Guide, an 80-page booklet of arts and cultural organizations, both non-profit and private businesses, from 75,000 to 100,000.
- Montana Arts Council was invited to serve as a member of the Montana Tourism and Recreation Initiative, which consists of all state agencies with a link to tourism.
- MAC worked with the Tourism Advisory Council to integrate culture and arts into the 2005 non-resident tourism survey.

***Ensure art representation on the Lewis and Clark Bicentennial Commission.***

- Accomplished.

***Ensure arts representation on board of each of Montana's Tourism Countries.***

- Accomplished. Two arts and cultural tourism representatives were on the 15-member board during 2001-2007, both as members of the executive committee. Additionally, one of those representatives is a tourism director who also serves on the Montana Arts Council.
- MAC attended most Tourism board meetings and helped feature the arts at these meetings.

***Work with the arts community and artists of Montana, local and state business and government agencies, to help them develop and/or package major cultural tourism projects/trails/festivals (realizing that primary cultural tourism work rests with Travel Montana.)***

- Hands of Harvest, a trail of arts/crafts/heritage, was developed with MAC and Travel Montana assistance.
- Travel Montana made cultural trail development a goal in its 2008-2012 strategic plan.
- MAC funded the cultural tourism workbook produced for the Missoula Cultural Council's cultural tourism conference in 2002.
- MAC continually encourages arts organizations to consider appointing tourism representatives to their board and to encourage their own board members to be active in local tourism organizations.

***Incorporate, into the above tactics, the methods to assist Montana's traditional and Native American artists and arts activities.***

- MAC supports Tribal Tourism Alliance's work with Travel Montana to increase profile of Native American artists and arts activities.
- Folklife director worked with staff from Wakina Sky to develop successful first annual Helena Indian Summer Market in 2003.
- Governor appoints Blackfeet traditional artist Jackie Parsons to chair the Montana Arts Council in 2005.
- Developed partnership with Made in Montana/Dept of Commerce International Trade Relations, Office of Economic Opportunity/Office of Indian Affairs, MSU-Great Falls College of Technology, Montana World Trade Center, state Department of Fish Wildlife and Parks/State Parks Division to develop statewide inventory and sales of Indian-made and Montana-made fine craft in 2006.
- MAC allocated funds from the Governor's Office of Economic Opportunity to purchase start-up inventory for state park sales.

***Work with Tribal Tourism Alliance to achieve the plan's goals.***

- MAC supports Tribal Tourism Alliance's work with Travel Montana to increase profile of Native American artists and arts activities.
- In 2007, MAC hired the director of the Montana Tribal Tourism Alliance (Assiniboine Nation member) to be the arts council's first Indian Arts Market Development Manager, which will advance this goal.

**Strategy B: Strengthen Montana artists' involvement in cultural tourism**

***Provide technical assistance to Montana Indian reservations to establish cultural centers.***

- This goal was deferred due to budget constraints and limited agency capacity.

***Ensure that arts organizations and artists are working actively in local tourism efforts.***

- Continuing progress was made in this area, but efforts need to continue.

**ECONOMIC DEVELOPMENT OBJECTIVE 4:  
Create statewide and national market visibility and business opportunities for Montana artists and arts organizations.**

**Strategy A: Create internet and web marketing initiatives to promote all Montana arts**

***Market MAC as the definitive resource to locate all artists and arts organizations in the state.***

- This tactic required restructuring and a re-design of MAC's database begun in 2006, to be concluded in 2008.

***Publish a searchable web database registry of all Montana artists and arts organizations.***

- This tactic will be focused on once MAC's database re-design is completed in 2008.

***Investigate utilizing MAC's resource databank of artists and arts organizations to develop an e-commerce niche. Engage and support existing private-sector enterprises in this area.***

- MAC determined that the most cost-effective way to implement this tactic was to partner with the state Commerce Department's "Made in Montana" site, which underwent major re-construction in 2007. Artists are able to include photos and link to their own sales outlets.
- From the outset, MAC set out to serve as a link to others for e-commerce, not host its own sales site.

**Strategy B: Promote philanthropic funding for Montana arts organizations**

***Conduct a systematic campaign that encourages Montana businesses to make ongoing philanthropic contributions to Montana tax-exempt arts organizations.***

- This tactic was changed to focus on political and economic development leaders, in order to increase their perception of the public value of the arts and the importance of state funding for arts organizations. This resulted in recovery from 2001 state budget cuts and a \$1million infusion into the Cultural Trust corpus.

### **Strategy C: Increase visibility for Montana artists**

***Explore attracting a major national arts-related event to Montana or investigate co-sponsoring a major, highly visible annual arts event that does not compete with any current Montana event.***

- In 2003, MAC worked on developing an Indian Arts market in Billings, but eventually discontinued efforts due to limited organizational capacity of MAC's potential partners, economic realities, and insufficient funding.
- In 2003 Governor's Office of Economic Opportunity and MAC co-sponsored a delegation to the nationally renowned market, Kentucky Crafted, to learn from this model about how to implement such an enterprise in MT. Attendees included directors of Business Montana, MT Chamber of Commerce, state Commerce Department, Governor's Director of Creative Enterprise Clusters program, two legislators, Montana's board member of the Western States Arts Federation, MAC chairman and executive director.
- In 2003, the Governor's office hired a director of Creative Enterprise Cluster economic development effort with MAC's guidance. A top priority was to research developing a major wholesale crafts market in Montana or regionally to include Montana artists. Research was conducted in 2004.
- In 2004 MSU Great Falls and Governor's Office of Economic Opportunity partnered to develop craft artist business training program to ready artists for wholesale market. MAC supported this partnership with these organizations and the Kentucky Crafted market to allow scholarships for six trainees/craft artists into the Kentucky market in March 2005. MSU Great Falls maintained this effort through 2006.
- Governor elected in 2005 discontinued cluster approach to economic development, but the Governor allocated \$25,000 toward creative enterprise pilot programs in FY 2006.

***Encourage a national retailer to help promote the arts and artists of Montana.***

- This tactic was changed to focus on increasing resources for the arts through state political leadership and building public value of the arts instead of national retailers.

***Develop an initiative to promote the sales of Montana Indian and traditional arts and crafts.***

- MAC hired two people (sharing one FTE) as market development specialists to further MAC's goals to help folk, traditional and Indian artists make a living through their artwork. The new Folk and Traditional Arts Market Development Specialist will concentrate on bringing more Montanan's artwork to broader markets, and the Indian Arts Market Development Manager will connect Montana's Indian artists to the services of the agency.
- See pilot program for Indian Artist sales partnership with state Parks mentioned earlier, as well as Indian Art Market in Billings, also mentioned earlier.
- Produced six half-hour radio programs on six Montana Living Treasures in the folk and traditional arts, in partnership with Montana Public Radio. Distributed the program on CD to schools and libraries throughout Montana. Artists featured included Eva Boyd, basket maker; Alma Hogan Snell, Crow ethnobotanist; Jay Dale Oldmouse, Cheyenne flute maker and player; Metis culture with the Moran family; Bill Ohrmann, rancher-artist; and Dick and Lisa Barrett, old time fiddle makers and players.

## **ECONOMIC DEVELOPMENT OBJECTIVE 5: Increase and focus the nature of technical assistance toward artistic development, audience building, marketing, business skills and fiscal development for Montana artists and arts organizations.**

### **Strategy A: Professional development support**

#### ***Create and implement an effective resource program to strengthen Board of Directors for non-profit arts organizations.***

- Leadership Institute program was launched after extensive planning with arts organizations. Three workshops were conducted on fund-raising in 2003. In 2005, three workshops were conducted on governance. Audience development workshops slated for 2007 and 2008.
- Workshop length expanded from single day in 2003 to day-and-a-half in 2005.
- Intensive two-year Leadership Institute served five arts organizations in 2006-2007, featuring customized onsite training with organization leaders and board members.
- According to participant evaluations, all workshops met or exceeded expectations.
- Lead consultant was hired to build Leadership Institute: Jim Copenhaver of JC Enterprises of Phoenix and Denver. Also contracted with Janet Brown of South Dakotans of the Arts as guest faculty, and keynote speakers Ben Cameron and Neill Archer Roan.
- In 2001, published "The Arts Mean Business" handbook of board regulations and responsibilities and also made it available on MAC's website.
- Integrated Montana Non-Profit Association materials and resources into MAC's offerings, and heavily promoted membership in this fine organization.

#### ***Increase eight-fold MAC's technical assistance program budget (due to demand).***

- Efforts to have this program's funding increased were attempted, but were unsuccessful.

#### ***Conduct statewide Cultural Congress for artists' and arts organizations' skill development at least every five years.***

- This tactic was deferred due to plan reprioritization and lack of funding.

#### ***Use the MAC website as a technical assistance tool for the "business of the arts."***

- An extensive web resource section was developed and is continually augmented.

#### ***Assist in publishing a listing of arts venues and specs on the web.***

- Arts venues are listed. Building specs not included because of re-prioritization of plan.

#### ***Provide on-line interaction capabilities for Arts Pros and host professional networking and community-building opportunities for artists.***

- Budget cuts of 2001-2003 caused the Arts Pros program to be put on hold.

### **Strategy B: Resource and audience development support**

#### ***Provide professional development/resources for audience development.***

- Wallace Foundation grant received for \$500,000 to increase cultural participation.
- Conducted the "Montana Study," a major survey consisting of 1,000 phone interviews with the Montana general public about their perceptions on the arts and arts participation, funded by the Wallace Foundation.



- Building Arts Participation (BAP) grant program created with \$350,000 budget. Program included planning grants of \$5,000 each, awarded to 12 arts organizations. Subsequently seven organizations received grants of up to \$55,000 for two-year arts participation-building projects.
- Published two books, written by ArtsMarket President Louise Stevens, on work done by seven BAP grantees, serving as a model for building arts participation in rural America.
- MAC's newspaper "State of the Arts" frequently features articles on audience development from other resources around the country.

### **Strategy C: Identify potential funding sources for the arts in Montana**

***Establish a resource directory of community development funding assistance and other funding resources.***

- Resources now listed on web, and are continually updated. Grant opportunities are also published in "State of the Arts" and in a bi-weekly e-mail listserv for arts organizations.

***Partner with the Small Business Administration to explore creating a revolving loan fund for entrepreneurial arts endeavors.***

- Conversations began and continue, but this goal has not been achieved to date.

## **STRATEGIC PLAN DIRECTION #3: INCREASED AGENCY RESOURCES**

**Create focused resources and methods to strengthen arts education and arts-driven economic development.**

### **AGENCY RESOURCES OBJECTIVE A: Increased technology.**

***Acquire appropriate technology and ensure adequate database capabilities.***

- Hardware has kept pace with needs throughout the plan, but the database has been a challenge. Two re-designs were attempted and were still inadequate. In 2005, MAC began a major effort to re-design its system using State of Montana Information Technology Services with \$10,000 in state funding used for the planning. In 2007, the Governor and the legislature approved an additional \$73,000 to complete the re-design, which is slated for completion in 2008.
- Technology has also enormously aided the agency in its ability to hire telecommuters who work out of their home offices in three Montana towns and work at the Helena office only when necessary. This has allowed the agency to hire much higher-quality employees to fill the positions of Business Development Specialist (1 FTE), the Folk Arts and Market Development Specialist and the Indian Arts Market Development Manager (1 FTE split by these two positions).
- Moved to state system for server hosting and maintenance, with much-improved performance and cost savings.

- Continued research and planning was ongoing for an integrated grants management and database system. MAC determined that to meet its needs, it would have its system build by the state IT division. Process to achieve this goal began in 2006, and has been very thorough but time-consuming. Slated for completion in 2008.
- Streamlined grants application and grantee final reporting procedures through use of downloadable, self-totaling and e-mail forms. Reduced staff time for detailed budget checking by modifying the database to perform most tasks automatically. This strategy will continue to evolve as the technological needs of the database evolve.

## **AGENCY RESOURCES OBJECTIVE B: Increased resources.**

### ***Develop a revenue plan of state, federal and other funding to further support and expand initiatives within the Strategic Plan (ongoing).***

- Entire focus of agency changed to building public value as a means to increase resources for the arts in Montana. This agency transformation was brought about by the work done with the Wallace Foundation and Harvard professor Mark Moore in 2001-2006. Among the substantive agency changes and accomplishments:
  - Developed internal public value strategic plan to increase arts resources for Montana. Strategies include establishing better relationships with the legislature, more productive relationships with the Governor's office and economic developers.
  - Developed a list of who makes up MAC's "authorizing environment" – those groups and people who can give or take away its resources. It identified 75 different groups who fit this bill, and determined to focus its efforts on the "authorizing environment" of the Governor, the Legislature and economic developers.
  - Began series of "listening tours" with legislative and other community leaders to learn what is important to them regarding their community, their citizens and their views on public value and priority-setting.
  - In 2005, created publication that integrated what was learned from "listening tours" with legislators and how the arts in Montana are relevant to what legislators deem important, then tied MAC's role into this picture. Publication entitled "Montana...The Land of Creativity, Thirty Stories: Return on Investment the Western Way." Distribution of this publication continues.
  - Created new branding concept for Montana: "Montana...the Land of Creativity," which MAC continues to promote and integrate into its materials.
  - Revised MAC Organizational Excellence operating support grants to incorporate public value in how they focus their community involvement:
    - Grant program revised into Public Value Partnerships, four-year operating support grants that are formula-funding based on prior-year cash expenses recorded in IRS Form 990s.
    - Partnerships strongly encourage annual meeting with legislators to thank them for the grant and explain the public value of the work done by the organization.
    - Annual final reporting requires reporting on these meetings among other public value efforts.
    - Program is built around what MAC calls "The 3 Rs:" building bridges to establish the *relevancy* of their arts programming for their community's citizens, establishing stronger *relationships* with their participants, and reinforcing the *return on investment* of state funding for the public good provided by their organization.

- Organizations were encouraged to use a “team of three” when meeting with political leaders in their area: a person with the relationship, a person with the facts, and a person with the story. This is similar to how organizations work with major private-sector funders. MAC asks that arts organizations consider their legislators major funders since they are the authorizing body for MAC’s state funding.

***Aggressively pursue state funding and continually analyze other potential revenue sources.***

- Agency worked very hard on this as described earlier.

***Double grant funding for artists and arts organizations.***

- Worked very hard on this, but unsuccessful to date due to funding ups and downs (although agency will continue to work toward this goal).

***Develop website registry as a resource for selling artists’ work. (With all proceeds returning to the project, commissions on those sales, membership fees or work exchange could help finance this site.) However, MAC will not compete with the private sector in the scope of this project.***

- E-commerce progress cited earlier in this plan.

## **AGENCY RESOURCES OBJECTIVE C: Engage Montanans in meeting strategic plan goals.**

***Determine staff and private-sector contractors who will achieve the Strategic Plan’s goals (with a heavy emphasis on contractors).***

- Agency remained at seven FTE during life of this plan. Additional efforts to add staffing with state funding have been unsuccessful to date, so much work is done by outside contractors.

***Contract with Montana marketing and/or advertising professionals to direct the major promotion efforts within this plan.***

- This goal was eliminated during the life of the plan due to re-prioritization and lack of funding.

***On the local level, engage Montanans to monitor progress on the plan’s goals and to recommend revisions and adjustments.***

- Accomplished through website and one-on-one feedback, as well as research conducted throughout the life of the plan, mentioned earlier.

## **AGENCY RESOURCES OBJECTIVE D: Strengthen agency’s grants and services initiatives.**

***Adapt current and develop new grant and service initiatives for Montana artists and arts organizations that achieve the goals in this plan.***

- Enumerated earlier in this plan.